



Strengthening Farmers' Organisations
in Developing Countries

CONSOLIDATED REPORT 2013-2014 ON FARMERS FIGHTING POVERTY

March 2015 – draft

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Remark

This draft report is the first *consolidated* report on Farmers Fighting Poverty *as a whole*. It is based upon documents and evidence as available in February/March 2015.

Introduction

Scope of this report

Farmers Fighting Poverty was established in 2007 and for the past eight years has produced a series of individual reports for different funding sources. This year we are producing a consolidated report for the first time, reflecting the fact that the programme now functions as a multi-donor trust fund. This consolidated report brings together all the actors, work areas and deliverables relevant to the programme, to minimise duplicated reporting and optimise efficiency. By producing a single report, it is possible to take an overview of all aspects of the programme, formalised in the monitoring and evaluation framework tabulated in the following section below.

One of the best ways of raising the living standards of family farmers and rural households is to strengthen farmers' organisations (FOs). Stronger organisations are more entrepreneurial and innovative, are able to take collective action and can represent farmers in policy making. Farmers across the world are keen to support each other by sharing expertise gained from dealing with shared challenges (weather, climate, markets, policy environment), and this self-help ethos is used to power the Farmers Fighting Poverty (FFP) programme.

The programme consists of farmer-to-farmer support between organisations, operated as a fund for rural development. It provides a joint mechanism for funding and advisory services, and is managed by farmers' organisations through their 'agri-agencies'.

Part of the Farmers Fighting Poverty programme is outside the scope of this report, because FFP includes three categories of funding:

- (1) Central funding mobilised by AgriCord as a network
- (2) Funding mobilised by individual *agri-agencies* and *documented on Agro-info.net*
- (3) Funding mobilised by individual *agri-agencies* but *not documented on Agro-info.net*.

Total funding mobilised for FO projects by the AgriCord network is estimated to be 60.4 million EUR in 2013¹. Only 6.5 million (10.5%) of this is sourced through AgriCord. The rest is sourced by *agri-agencies* from their financial partners and farmer constituencies, from the general public, etc.².

28.4 million EUR (or 47% of the 60.4 million) is registered on Agro-info.net. This comprises:

- 19.1 million spent on projects that do not receive any contribution through AgriCord
- 9.3 million spent on projects partly funded through AgriCord (i.e. 6.5 million through AgriCord and 2.8 million as co-funding to these projects).

Funding of Farmers Fighting Poverty, in 2013	million EUR	%
declared programme volume = (1) + (2) + (3)	60.4	100%
registered on Agro-info.net = (1) + (2)	28.4	47%
central funding = (1)	6.4	11%

This report is based on information for (1) and (2). Estimated value 28.4 million EUR in 2013.

¹ Source: AgriCord annual report 2013, page 26

² The farmers constituencies here refer to the (OECD) farmers' organisations in the governing bodies of the *agri-agencies* (e.g. Boerenbond for Trias, MTK for FFD, etc.).

Structure of this report

This first consolidated report takes its structure around the four-pillar evaluation framework of Farmers Fighting Poverty, as shown below:

- Chapter 1 presents facts and figures on Farmers Fighting Poverty activities, and looks at results in terms of the 17 deliverables
- Chapter 2 examines assessments of capacities of farmers' organisations
- Chapter 3 deals with impact at farm and household level, and in terms of cross-cutting concerns
- Chapter 4 brings together programme-level evaluations.

M&E framework for the Farmers Fighting Poverty programme

	project outputs outreach	competences farmers' organisations	farmers' income food & livelihood security	programme level society level
source	project reporting Agro-Info.Net	organisational assessment	storyharvesting specific research	regional/ geographic, thematic, programme evaluations
product	project reports and project evaluations	profilings	"Evidence of Impact" on farmers' income	
cross-cutting concerns	evidence reports on gender, on environmental sustainability, on organisational strengthening, on financial health			

Outputs and outcomes of direct and advisory support to farmers' organisations are monitored at project level. This includes the concrete and specific results of the project activity (results of training activities, volumes of produce marketed, lobby trajectories finalised etc.), as well as results of the project in terms of capacities of the farmers' organisation involved, the 'deliverables'.

Results at this level contribute to improvements in the competences of farmers' organisations (the second pillar) – this can be confirmed through regular organisational assessments (referred to here as 'profiling').

Organisations that are stronger and more effective are in turn able to provide better services and advice to their farmer members, so impact is - over time - seen in improved living standards in farming households (the third pillar). These impacts are recorded as 'harvested' stories which are used to compile an annual Evidence of Impact report.

Finally, these various impacts and improvements should lead to change within society itself, reflected in an economically active rural population with better access to education, health services and employment opportunities (the fourth pillar).

Underlying this sequence of events are the cross-cutting issues of gender equality, environmental sustainability and financial health of organisations. These are monitored at all levels in the form of evidence of impact reports (the first series was produced in 2014).

Chapter I Facts, figures and deliverables

1.1 Farmers' organisations and project activities

When Farmers Fighting Poverty began in 2007, it involved over 100 farmers' organisations in developing countries. By 2014, this number had doubled (to 205, see Table 1.1 below).

Support is given via time-bound projects, usually within long-term associations between an agri-agency and farmers' organisations. There is acceptance by participants and donors that FFP's long-term development goal will take many years to be realised.

All projects are demand-driven – proposed by farmers' organisations themselves – and tailored to each specific situation. AgriCord has an online database (agro-info.net [AIN]) covering all relevant aspects of the FFP programme. It describes each project and gives information on targets, financing and progress. It also includes information on some other FFP-relevant projects that are not funded through AgriCord. Although agri-agencies are encouraged to register all projects supporting farmers' organisations to give a comprehensive overview, there is no obligation to register non-AgriCord-funded projects.

Tabulating the projects and farmers' organisations for the past two years shows steady increases in both participants and projects under FFP (some farmers' organisations are involved in more than one project, which is why projects outnumber the organisations). There is strong emphasis on Africa.

Table 1.1 Numbers of farmers' organisations and projects registered under FFP, by region, 2012- 2014

Continent	Farmers' organisations			Projects		
	2012	2013	2014	2012	2013	2014
Africa	119	127	131	142	160	161
Asia	30	31	39	33	37	51
Europe	6	7	8	6	8	8
Latin America/Caribbean	33	31	27	36	35	32
Total	188	196	205	217	240	252

Within Farmers Fighting Poverty four work areas (WA) are defined: (1) organisational strengthening and inclusiveness, (2) institutional development, (3) policy elaboration and advocacy and (4) farmer-led economic activities.

Table 1.2 Numbers of FFP projects by work area, 2013 and 2014

Work area	2012	2013	2014
WA1: Organisational strength and inclusiveness	47	40	38
WA2: Institutional development	8	6	6
WA3: Policy elaboration and advocacy	28	30	27
WA4: Farmer-led economic activities	134	164	181
Total	217	240	252

Increases in project numbers are now entirely confined to WA4 (farmer-led economic activities), reflecting demand from farmers' organisations for business support. The other three work areas are stable or showing a slight decrease in terms of project numbers.

1.2 Central funding

The contribution mobilised centrally through AgriCord for projects supporting farmers' organisations³ for the past two years is 13.9 million EUR (6.5 million in 2013 plus 7.4 million in 2014).

Table 1.3 Funding mobilised through AgriCord for projects supporting FOs (reported expenditure, EUR)

Donor contract	2012	2013	2014	Total
DGD-AgriCord RD 2012	1,137,523			1,137,523
DGD-AgriCord RD 2013		1,919,908		1,919,908
DGIS-AgriCord-14ALL Comp 1			1,808,361	1,808,361
FFP Africa		3,971,138	4,334,923	8,306,061
IFAD - #1243 - comp 1 + 2	108,345	108,615	112,044	329,003
IFAD - #1243 - comp 3	33,333		246,917	280,250
MFAF	522,320	467,042	931,230	1,920,592
Total	1,801,520	6,466,703	7,433,475	15,701,698

Supported farmers' organisations

In the period 2013-2014, 120 farmers' organisations received centrally funded support through AgriCord: 154 projects were supported.

Table 1.4 Numbers of FOs and projects supported through AgriCord, by region, 2012-2014

Continent	Farmers' organisations			Projects		
	2012	2013	2014	2012	2013	2014
Africa	58	71	73	70	91	89
Asia	9	10	24	9	12	29
Europe	4	4	5	4	4	5
Latin America/Caribbean	2	2	5	2	2	5
Total	73	87	107	85	109	128

The top 20 farmers organisations receive 50% of the central funding. All organisations in the top-20 list are platforms or federations, with exception of the Vietnam National Farmers Union (VNFU).

About a third of the central funding provided to the top 20 FOs is channelled to organisations that concentrate on a single commodity. They are often nationally organised and aim to play a substantial role in the value chain of this commodity in their country, offering both economic and advocacy services to their members.

Table 1.5 The 20 highest ranked farmers' organisations in terms of central funding, EUR (2013-2014)

General purpose organisations (13)		5,383,964	68%
CAPAD	Burundi	1,466,760	
FPA	Senegal	648,326	
USAWA	Tanzania	424,421	
CNCR	Senegal	382,721	
FIFATA	Madagascar	360,200	
CEFFEL	Madagascar	357,000	
FONGS	Senegal	353,517	
FUPRO	Benin	324,458	
VNFU	Vietnam	286,437	
PAKISAMA	Philippines	219,171	
FOPAC-NK	Congo, dem. rep.	194,360	
MVIWATA-Manyara	Tanzania	189,279	
AOPP	Mali	177,314	

³ These amounts only include the funding of projects directly supporting FOs.

Commodity-based organisations (7)			2,559,919	32%
ZENBABA	Honey	Ethiopia	433,331	
FUCOPRI	Rice	Niger	415,045	
FCMN-NIYA	Horticulture	Niger	411,773	
FASO JIGI	Cereals, shallots	Mali	397,825	
TAHA	Horticulture	Tanzania	341,790	
KCPA	Coffee	Kenya	293,624	
UCCCU	Diary	Uganda	266,531	

Geography

Over 80% of the central funding goes to support farmers' organisations in Africa. FOs in Asia receive 14% of the funding. Although in terms of projects and outreach Latin America and the Caribbean are almost as important as Asia, this continent receives only 2.4% of the funds mobilised through AgriCord.

Table 1.6 Allocation of funding through AgriCord per continent (2013-2014)

Region	2013-2014	
Africa	11,308,315	81.4%
Asia	1,953,694	14.1%
Latin America/Caribbean	328,158	2.4%
Europe	310,011	2.2%
Total	13,900,178	100.0%

Work areas

In terms of work area, 72% of AgriCord support is used to support farmer-led economic services (WA4) and 17% for organisational strengthening and inclusiveness (WA1).

Within WA4 the most important areas of activity are support to marketing (31%) and access to inputs (21%).

Table 1.7 Funding through AgriCord per work area (2013-2014)

Work area	2013-2014	
WA1	2,394,490	17.2%
WA2	286,390	2.1%
WA3	1,200,356	8.6%
WA4	10,018,941	72.1%
Del.04-1 (13) access to resources	1,118,311	8.0%
Del.04-2 (14) access to inputs	2,945,122	21.2%
Del.04-3 (15) processing and handling	787,476	5.7%
Del.04-4 (16) marketing	4,310,126	31.0%
Del.04-5 (17) rural enterprises	857,906	6.2%
Total	13,900,178	100.0%

1.3 Outreach

The 240 projects of 2013 had a total outreach of more than 700,000. Outreach is defined as the number of men and women directly participating in project activities. This number can be disaggregated in several ways.

Geography

Outreach figures can be disaggregated by region.

Table 1.8 Registered outreach for 2013 per continent

Continent	Registered outreach 2013	
Africa	536,361	76%
Latin-America/ Caribbean	75,473	11%
Asia	67,120	10%
Europe	30,595	4%
Total	709,549	100% ⁴

Three-quarters of the participants in the Farmers Fighting Poverty programme are registered in Africa; Latin America and Asia both account for approximately 10% each. The focus on (sub-Saharan) Africa is clear.

Organisation level

Outreach figures can also be disaggregated by organisation level (local to international).

Table 1.9 Planned and actual outreach for 2013 at each organisation level

Organisation level	Planned	Registered	
International	15,512	7,007	45%
Regional	3,366	1,487	44%
National	83,790	45,340	54%
Sub-national	184,563	171,310	93%
Local	596,885	484,405	81%
Total	884,116	709,549	80%

The outreach numbers (both planned and registered) clearly indicate the focus of Farmers Fighting Poverty on local and sub-national farmers' organisations: over 655,000 participants (92% of the total) are registered at these levels.

Overall, 80% of the planned outreach was realised, and the programme is most successful in meeting outreach targets at local and sub-national levels (which is further evidence of the main FFP focus).

Work Areas

Outreach figures can be disaggregated by work area.

Table 1.10 Registered outreach for 2013 for each work area

Work area	Registered	
WA1: Organisational strength and inclusiveness	223,090	31.4%
WA2: Institutional development	1,433	0.2%
WA3: Policy elaboration and advocacy	53,557	7.5%
WA4: Farmer-led economic activities	431,469	60.8%
Total	709,549	100.0%

The numbers reinforce the emphasis on farmer-led economic services (WA4) – in 2013 there were almost twice as many participants in WA4 than in the next most popular (WA1). The main activities in WA4 are marketing, support to rural enterprises, and processing and handling.

⁴ Percentages have been rounded so the total is not exactly 100%.

1.4 Deliverables

M&E for level one – at project-level – is based upon 17 deliverables, divided into four work areas. Each deliverable is monitored through a set of measurable targets (indicators).

In 2013, 1,175 targets were recorded as having been realised ('registered'). The number of registrations per deliverable (across all work areas), arranged in decreasing order, gives the following table:⁵

Table 1.11 Number of registered realised targets by deliverable, 2013

Work area / Deliverable	Number of registrations	
	222	19%
WA1 - Del.01-5 (5) Membership base		
WA4 - Del.04-4 (16) Marketing	198	17%
WA4 - Del.04-5 (17) Rural enterprises	191	16%
WA4 - Del. 04-2 (14) Access to inputs	187	16%
WA4 - Del.04-1 (13) Access to resources	112	10%
WA1 - Del.01-3 (3) Financial management	81	7%
WA1 - Del.01-1 (1) Member participation	44	4%
	30	3%
WA3 - Del. 03-1 (9) Participatory policies		
WA3 - Del.03-2 (10) Joint positions	24	2%
WA2 - Del. 02-2 (08) Formal arrangements	22	2%
WA1 - Del.01-4 (4) Governance	21	2%
WA2 - Del. 02-1 (07) Networking	18	2%
WA1 - Del.01-2 (2) Human resources	9	1%
WA1 - Del.01-6 (6) Specific groups	9	1%
WA3 - Del.03-4 (12) Policy adoption	7	1%
Total	1,175	

Amalgamating the targets into work areas shows the following:

Table 1.12 Number of targets by work area, 2013

Work area	Number of registrations	
WA1: Organisational strengthening and inclusiveness	386	33%
WA2: Institutional development	40	3%
WA3: Policy elaboration and advocacy	61	5%
WA4: Farmer led economic activities	688	59%
Total	1,175	

The focus on work areas 1 and 4 (91% of all registrations) is obvious.

Performance is quantified based upon the registrations of the individual targets from each deliverable (with realisation being defined as the ratio between the realised and the planned value).

Assessment of the deliverable itself is based upon the calculation of the weighted average realisation of each target, in which the number of registrations is taken as the weighting factor.

⁵ In 2014, the numbering of the 17 deliverables was changed from a single number (this appears in brackets in the table) to two digits, showing the deliverable within each work area (i.e. Del.04-4 is the 4th deliverable in WA4; formerly it was referred to as deliverable 16). This makes it easier to add new deliverables when necessary.

Del.01-5 (5) Membership base (222 registrations)

The FO has an active and representative membership, mandated by and structurally aligned with well functioning local basic groups with increased membership base.

Target	#	Planned	Realised	
Local groups established (number)	124	24,658	25,610	104%
Number of primary coops (number)	46	1,042	1,012	97%
Increased membership (m/f/t)	36	414,841	410,123	99%
Good quality groups (%)	8	52%	55%	105%
Local groups represented (y/n)	4	4	4	100%
Members satisfied with services (%)	4	85%	61%	72%
Total	222			101%

Del. 04-2 (14) Access to inputs (201 registrations)

The FO facilitates or provides sustainable and timely access to adequate, cost-efficient inputs and new techniques for agricultural production and for other rural income-generating activities. This includes knowledge dissemination (extension) and strengthening the management capacities of members and local farmer groups.

Target	#	Planned	Realised	
Members participating in extension services (number)	56	94,122	66,950	71%
Members participating in farmer field schools (number)	52	39,259	66,997	171%
Members receive improved inputs (number)	24	41,854	37,605	90%
Members trained in improved techniques (number)	23	18,397	22,756	124%
Targets for agricultural production (y/n)	21	14	10	71%
Local groups with increased production (y/n)	7	6	5	83%
Local groups in farmer field schools (number)	4	1,618	1,816	112%
Total	201			109%

Del.04-4 (16) Marketing (198 registrations)

The FO leads collective action to improve product marketing (better conditions including price, timely marketing, more value added and shorter chain) to increase the market power of family farmers and to achieve higher incomes.

Target	#	Planned	Realised	
Business plan to improve marketing (y/n)	58	37	28	76%
Number of linkages with market outlet (number)	47	970	962	99%
Chain analysis for key product (y/n)	41	31	26	84%
Access to market information (y/n)	38	28	21	75%
Local groups with increased market volume (y/n)	7	4	3	75%
Local groups with trade contracts / deals (number)	5	30	29	97%
Local groups in agribusiness clusters (number)	2	5	0	0%
Total	198			83%

Del.04-5 (17) Rural enterprises (191 registrations)

The FO has promoted transparent farmer-led rural enterprises with good potential for sustainability (agricultural inputs, marketing, processing and trading).

Target	#	Planned	Realised	
Agreements with private sector (number)	34	750	688	92%
Rural enterprises profitable (y/n)	23	16	16	100%
Staff and leaders trained on rural enterprise development (nrs)	78	3,422	6,168	180%
Sustainable position in value chain (y/n)	19	14	10	71%
Targets for rural enterprise development available (y/n)	37	34	28	82%
Total	191			125%

Del.04-1 (13) Access to resources (112 registrations)

The FO facilitates fair access to resources (such as land, rural credit and risk management products) for individual members, for local farmer groups or for sub-national or national-level FOs.

Target	#	Planned	Realised	
Number of primary coops	12	0	36	
Local groups participate in saving & credit schemes (number)	44	4,486	3,566	79%
Business plan for credit and saving scheme (y/n)	29	20	18	90%
Institutional cooperation with financial service providers (y/n)	27	23	19	83%
Total	112			74%

Del.01-3 (3) Financial management (81 registrations)

The FO operates appropriate financial management systems to provide correct, timely and transparent financial information that guarantees accountability towards its members and donors. The FO management utilizes the financial reports for planning, control and decision-making.

Target	#	Planned	Realised	
Approved accounting system (y/n)	26	23	14	61%
Approved annual budget (y/n)	17	13	11	85%
Accountants training and experience (y/n)	16	14	10	71%
Operational surplus/loss (amount)	10	8	6	75%
LT financial plan (y/n)	8	5	3	60%
Cash handling guidelines (y/n)	4	4	3	75%
Total	81			70%

Del.01-1 (1) Member participation (44 registrations)

The FO plans, implements and monitors policies and operations within a strategy agreed by its members in a participatory way.

44 registrations

Target	#	Planned	Realised	
M&E procedures documented (y/n)	25	22	21	95%
Updated FO strategic plan document (y/n)	19	13	14	108%
Total	44			101%

Chapter 2 Organisations becoming stronger

2.1 Leading indicators of the strength of farmers' organisations

The main purpose of AgriCord, through the Farmers Fighting Poverty programme is 'that farmers' organisations evolve into stable, performing, accountable, organisations able to effectively represent their members and advise farmers in their farming enterprises'. Organisational strengthening is therefore the cornerstone of AgriCord's work and assessing this strength is the second of the four M&E pillars of Farmers Fighting Poverty.

How can farmers' organisations show whether (and to what degree) this is happening? Measurements are carried out using different approaches or tools, all dealing with the same set of particular strengths of farmers' organisations as membership-based organisations. Farmers' organisations and agri-agencies measure critical aspects (or indicators) of an organisation's functionality.

Within Farmers Fighting Poverty, we currently consider nine leading indicators: a new indicator on financial solidity was added to the original eight in 2011. Some of the other indicators were slightly adapted too, as shown in the table below.

Table 2.1 Leading indicators of a well-run farmers' organisation

Until 2010	From 2013 onwards	Change
Participation	Participation	Minor
Accountability	Accountability	Minor
Gender	Diversity	Includes youth as well as women
Strategic potential indicator	Results	Major in line with redefined deliverables
Representation	Networking	Minor (basically the name, to avoid confusion with representativeness)
Professional capacity	Professional capacity	Minor
-	Financial solidity	New
Income diversification	Income diversification	None
Representativeness	Representativeness	None

The different approaches for organisational assessment implemented by agri-agencies, can all be linked to this same set of leading indicators. The Excel-based profiling tool is being converted into an interactive, web-based version and will be gradually introduced in 2015. However, the Excel version can be consulted at <http://www.agro-info.net/manuals/agricord/index-AG.html> (select 'M&E Tools', and then 'Profiling'). And the latest results of organisational profiling are being entered into the agro-info.net website (under organisational data, 2014).

Not all farmers' organisations have carried out a profiling exercise; others have done it several times. It is a considerable undertaking, requiring human and financial resources not normally covered by standard project budgets.

An organisational assessment involves a profound organisational analysis, made by the whole group in case of a small organisation, or by a representative sub-group in bigger organisations. The idea of self-assessment, and sharing of results, is not only to identify the strengths and weaknesses of the organisation, but also to develop a shared understanding of what the organisation and its members do, how they do it and the environment in which they operate.

Profiling is a useful tool for the farmers' organisation management. Agri-agencies can use it:

- to validate a potential new partner
- to identify the core competencies of the FO to be strengthened through partnership with an agri-agency
- to measure the impact of support.

The results are shown in a spider diagram created from seven of the nine (until 2011 this was six out of eight) indicators. An organisation's changing strengths are easily seen in the form of different shaped polygons.

For example, the National Farmers Federation of Moldova (NFFM) carried out a profiling exercise in September 2014.



The polygon shows clearly that the organisation is stronger in some areas (results, participation and accountability) than others (networking, financial solidity, inclusiveness and professional capacity).

2.2 Approaches and results from individual agri-agencies

AgriCord started an inventory of different M&E approaches, including impact. All agri-agencies have a strong track record in this field. Exchanges and learning processes have been initiated with different regional and national farmers' organisations, jointly with IFAD, as reported below (p. 30).

To illustrate the approaches, this document summarizes how two agri-agencies, Afdi and Agriterra, monitor capacities of farmers' organisations, and the results obtained.

2.2.1 Afdi

(1) Comment Afdi évalue les capacités des OP?

Afdi a décliné l'axe renforcement des capacités des OP en 3 sous-résultats :

1. les OP ont renforcé leurs capacités internes
2. les OP utilisent les ressources à leur disposition de façon responsable et adéquate
3. les OP ont un dispositif de programmation, suivi-évaluation (PSE) de leurs activités opérationnel

Pour chacun de ces 3 résultats, une grille de suivi est mise en place pour toutes les OP. Elle permet de suivre et consolider des indicateurs d'activités et de résultats et de mesurer leur progression chaque année.

Pour quelques OP, en général les OP nationales, un suivi d'impact est mis en place, à travers deux outils spécifiques : le profiling et le bilan de santé financière.

R1 : les OP ont renforcé leurs capacités internes

Axes et activités possibles	Indicateurs	Prévision chiffrée	Grille de notation
Elaboration stratégies	Le plan stratégique	liste de choix	L'OP n'a pas de plan stratégique, L'OP a un plan stratégique mais l'analyse du contexte est insuffisante, L'OP a un plan stratégique, l'analyse du contexte est bonne, mais les objectifs et priorités de l'OP ne sont pas ciblés, L'OP a un plan stratégique, l'analyse du contexte est solide et les objectifs et priorités de l'OP sont ciblés
	Afdi accompagne l'OP dans l'élaboration d'un plan stratégique	si oui	Elaboration par un consultant externe, Elaboration par un consultant externe sur la base quelques entretiens individuels, processus participatif d'élaboration impliquant les membres de l'OP (peut être animé par un consultant externe)
Renforcement de la coordination des OP	Les instances associatives sont renouvelées régulièrement conformément aux statuts	o/n	
	Les OP ont un outil d'information formel (affichage radio, site web, courrier...) avec leurs membres	o/n	
Tenue des instances associatives	Les instances associatives sont tenues régulièrement conformément aux statuts	o/n	
Communication interne	Nbre de publications		
	Nbre de bénéficiaires		
Gestion budgétaire de l'organisation	Afdi / OP a un plan opérationnel annuel cohérent avec les ressources mobilisables	o/n	
Suivi budgétaire		liste de choix	L'OP n'a pas de budget L'OP a élaboré un budget annuel approuvé par l'AG L'OP a un suivi budgétaire qu'elle présente à chaque CA
Présentation des comptes en AG	Les états financiers sont présentés et validés en AG	o/n	
Consolidation des fonds propres	Nbre de cotisants individuels/OP		
	l'OP/ Afdi a diversifié ses sources de financement		
Renforcement de la cohérence des actions	Nbre de thèmes faisant l'objet de groupe thématiques		

Indicateurs d'impact

Les OP nationales ont les compétences nécessaires pour proposer durablement des services efficaces à leurs membres ; Elles ont des scores satisfaisants sur 7 indicateurs du profiling :

1. réseautage
2. participation des membres
3. capacité professionnelle
4. capacité de reddition de comptes
5. inclusivité (genre et jeunesse)
6. Solidité financière
7. résultats

Réalisé de façon régulière (tous les deux ou trois ans), le profiling permet à l'OP de voir sa progression sur chacun des indicateurs, visualisée sur une toile.

R2 : les OP utilisent les ressources à leur disposition de façon responsable et adéquate

Axes et activités possibles	Indicateurs	Prévision chiffrée	Grille de notation
Gestion administrative et financière	Note sur la gestion financière de l'organisation (si utilisation de l'outil "bilan de santé financière de l'OP")	liste de choix	Score supérieur à 400 : TB
			Score entre 251 et 400 : ok
			Score inférieur à 250 : sérieux pb de gestion
Comptabilité		liste de choix	L'OP n'a pas de cahiers de caisse et de banque;
			L'OP a un cahier de caisse et de banque;
			L'OP a une comptabilité en partie double;
			L'OP a des états financiers (bilan, compte de résultat annuel) de qualité insatisfaisante;
			Etats financiers de qualité satisfaisantes;
			L'OP a des états financiers de qualité satisfaisantes et est auditée;
			L'OP a des états financiers de qualité satisfaisantes, est auditée et applique des recommandations des auditeurs
Manuel de procédures		liste de choix	L'OP n'a pas de manuel de procédures;
			L'OP élabore un manuel de procédures,
			Le manuel de procédures est connu et appliqué par l'ensemble des salariés
Appui d'Afdi	Type d'appui	liste de choix	Mission spécifique
			Appui de la cellule
			financement d'une compétence externe
Gestion des ress humaines salariées	Afdi finance au moins un salarié de	o/n	
si oui	Tous les salariés ont une lettre de mission	o/n	
	Tous les salariés ont un contrat conforme à la législation du travail	o/n	
	Tous les salariés bénéficient d'un entretien annuel	o/n	
Formation des salariés	nbre de salariés formés (femmes)		
	nbre de salariés formés (hommes)		

	disponibilité d'un plan de formation	o/n	
Renforcement de l'adéquation entre ressources humaines salariées et bénévoles	Les rôles des élus et des salariés sont définis dans des documents formels affichés	o/n	
Formation des élus	Nbre de personnes formées (femmes)		
	Nbre de personnes formées (hommes)		
	Nbre de personnes formées (nouveaux élus)		
	Nbre de personnes formées (anciens élus)		
Formation élus-salariés	Nbre de personnes formées (femmes)		
	Nbre de personnes formées (hommes)		

Indicateurs d'impact

Le chiffre d'affaire de 15% des OP partenaires augmente en 3 ans.

Les résultats financiers de 80% des OP partenaires sont positifs

Le bilan de santé financière est un outil développé pour les OP par Agriterra. Utilisé tous les 3 ans (correspondant à un début et fin de convention), il aide les OP à mesurer leur progression sur les critères :

- Gouvernance et Contrôles
- Planification et Budgétisation
- Règles et Procédures comptables
- Rapports et Suivi
- Ressources comptables
- Pérennité financière.

R3 : les OP ont un dispositif de programmation, suivi-évaluation (PSE) de leurs activités, opérationnel

Axes et activités possibles	Indicateurs	Prévision chiffrée
Elaboration d'un dispositif de PSE	Un dispositif de PSE existe	o/n
Savoir-faire et retour d'expériences des OP	Nbre d'expériences analysées et diffusées	
Capitalisation, coups de projecteurs	nbre de capitalisations réalisées	
	diffusion (nbre de personnes touchées)	
Evaluations	nbre d'évaluations externes réalisées	
	nbre d'évaluations internes réalisées	
Pilotage du dispositif de PSE	Le dispositif de PSE est piloté par l'organisation	o/n
instances de pilotage (comité projet)	nbre de réunions	

Indicateurs d'impact

80% des partenariats ont une culture du suivi-évaluation permettant un ajustement des actions et nourrissant la stratégie partenariale.

(2) Resultats sur renforcement des capacités des OP

R1 : les OP ont renforcé leurs capacités internes

Accompagner la définition et la mise en œuvre d'une vision stratégique par et pour les membres

26 OP partenaires ont amélioré la qualité de leur programmation annuelle et le suivi des réalisations
519 élus et salariés ont été formés à l'exercice de leur responsabilité
364 jeunes ont été formés

69% des OP partenaires d'Afdi ont un plan stratégique à jour ou sont en train d'en élaborer un
7 OP ont renforcé leur communication interne et externe

Des responsables impliqués dans les processus de décision

19 OP ont organisé des formations à l'exercice des responsabilités
107 femmes ont été formées

R2 : les OP utilisent les ressources à leur disposition de façon responsable et adéquate

Une gestion maîtrisée pour assurer la durabilité des OP

52% des OP partenaires réalisent un audit externe
25 OP présentent leurs comptes en AG

Résultats sur le renforcement de la qualité des services

Des dispositifs de conseil pour améliorer la production

6 566 paysans bénéficient d'un conseil à l'exploitation familiale individuel ou collectif
25 OP ont consolidé leur dispositif de conseil agricole
21 OP ont consolidé leur dispositif de commercialisation collective
9 449 paysans ont vendu leur production à travers leur OP

271 paysans relais actifs
218 sessions de formation technique
88 échanges
37 thèmes d'essais

L'OP, un levier pour valoriser la production

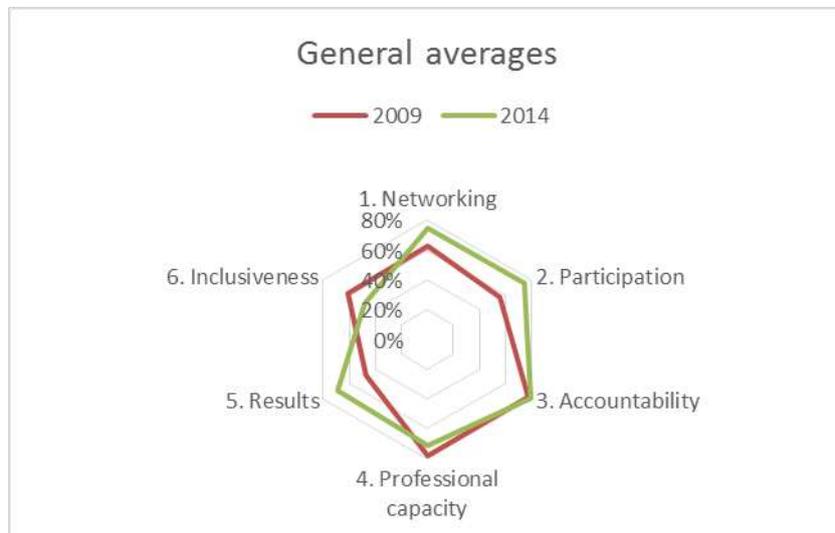
4 millions d'euros de chiffre d'affaires générés par les OP
13 OP impliquées dans la structuration des filières

Des OP actives dans la construction des politiques agricoles

10 documents de prise de position par 7 OP
11 thèmes avancés en concertation avec d'autres acteurs de la société civile
23 sujets de négociations traités entre OP et Etat dans 7 pays.

2.2.2 Agriterra

Profiling results can be collated to give an overview of progress across many organisations. The diagram below shows the average scores of some of the organisations supported by Agriterra.



In 2014-2015 some 35 farmers' organisations were involved in an assessment with Agriterra. For 29 of them, it enabled a comparison with the previous measurement (done in 2009 or 2010). For these 29, all complete figures and diagrams are available, for instance the spider map for the six 'classic' indicators.

The numbers behind this graph and some other figures show that in broad lines these 29 organisations have made steps forward, but with strongly different patterns depending on the regional context.

Average change 2009-2014 in strength, by region and indicator(s)

Region and no. of organisations	Six 'classic' aspects	Income diversification	Representativeness
Africa (16)	+12,9%	-17,4%	+30,1%
Asia and Eastern Europe (8)	+5,2%	+11,0%	-8,8%
Latin America (3)	+3,1%	+135,5%	+24,7%
Total (29)	+8,9%	+12,1%	+12,9%

In other words, out of nine combinations (regions * indicators), seven show a positive development, as does the total. That is encouraging, but the table also shows two negative tendencies that will have to be addressed with greater emphasis.

The 29 organisations whose progress was summarised above are listed below.

Africa	Asia and Eastern Europe	Latin America
DR Congo: FOPAC-NK, FOPAC-SK, Lofepaco, Sydip, APDIK, UPDI Rwanda: Ingabo, Imbaraga Niger: FCMN, FUCOPRI Kenya: KENAFF, KCPA Uganda: UCA Benin: FUPRO Tanzania: Mviwata Burkina Faso: FEPA-B	Asia: AFA Vietnam: QTCA and VNFU Philippines: Pakisama and PASAKA Nepal: Nefscun Cambodia: CFAP Moldova: NFFM	Bolivia: CIOEC, AOPEB and TUSOCO Peru: JNC Nicaragua: UNAG-Chontales

Seven organisations were profiled for the first time, providing (together with many of the 29 above) a baseline for progress monitoring in the coming years:

- CTCF, SFACFL and NACFL (**Nepal**),
- CAZ (**Zambia**, see diagram),
- API and SPPQT (**Indonesia**) and
- LENAFU (**Lesotho**).

For all of the above data, we have used Excel sheets, which can be consulted at <http://www.agro-info.net/manuals/agricord/index-AG.html> (select 'M&E Tools', and then 'Profiling').



Later in 2015 we will have an interactive, web-based tool. Agriterra will use this in two ways: to monitor progress and enable strategic discussions with farmers' organisations; and to assess from the outset whether an organisation is eligible for a cooperation programme with Agriterra.

Averages of nine indicators, 27 organisations

General averages	2009	2013
1. Networking	63%	75%
2. Participation	55%	74%
3. Accountability	78%	78%
4. Professional capacity	77%	71%
5. Results	47%	68%
6. Inclusiveness	61%	48%
7. Financial solidity		54%
8. Income diversification	22%	23%
9. Representativeness	17%	24%
Average 1-6	63.4%	69.2%

The table above shows that the 27 organisations have progressed but that certain indicators have, on average, fallen: inclusiveness and professional capacity are both lower in 2013 than in 2009.

Income diversification differs from the other measures (which are to some degree subjective) because it is completely objective, being based on audited annual statements. It can therefore be compared not only over time but also between organisations.

Representativeness presents a particular challenge - it is difficult to quantify because it is hard to put a figure on the potential number of farmer members in a particular country. One option is to use the economically active population in agriculture (taken from the FAO database). Another pragmatic solution is to use absolute membership numbers and assume that changes in this figure reflect changes in representativeness.

Representativeness (as measured by total membership) for a selected group of farmers' organisations working with Agriterra in 2010 and 2013

Organisation	Country	Membership 2010	Membership 2013	Change
FCMN	Niger	22,500	23,000	2%
FUGPN	Niger	60,121	56,626	-6%

Organisation	Country	Membership 2010	Membership 2013	Change
CSA-OCP	Niger	28,600	29,825	4%
FUCOPRI	Niger	20,937	27,079	29%
CRCR-Sikasso	Mali	8,173	9,124	12%
FEKRITAMA	Madagascar	37,414	48,157	29%
KENFAP	Kenya	1,806,717	2,065,545	14%
MVIWATA	Tanzania	13,000	21,903	68%
KCPA	Kenya	72,091	230,000	219%
COOCENKI	Congo DR	1,510	1,160	-23%
Imbaraga	Rwanda	40,000	41,000	3%
Ingabo	Rwanda	15,000	10,996	-27%
SYDIP	Congo DR	16,629	2,300	-86%
FOPAC-NK	Congo DR	46,412	48,000	3%
FOPAC SK	Congo DR	78,000	78,000	0%
Lofepaco	Congo DR	19,864	20,000	1%
UPDI	Congo DR	13,350	13,658	2%
FUPRO	Benin	450,000	241,500	-46%
FEPA/B	Burkina Faso	241,339		
APDIK	Congo DR	2,563	3,658	43%
Tanga Dairy CU	Tanzania	3,000	4,000	33%
CNAC	Burundi	127,029	104,918	-17%
CAPAD	Burundi	20,150	17,514	-13%
UCA	Uganda	175,780	500,000	184%
UCCCU	Uganda	16,500	18,000	9%
ACPCU	Uganda	6,004	8,500	42%
Kitgum DFA	Uganda	4,320	6,133	42%
Myanzi ACE	Uganda	3,028	5,222	72%
NUCAFE	Uganda	150,000	150,000	0%
UNFFE	Uganda	500,000		
Cotton Association	Zambia	152,000	210,000	38%
Dida Farmers CU	Ethiopië	20,270	21,536	6%
Tsehay MFU	Ethiopië	37,473	41,359	10%
Banyakole Coop Union	Uganda	24,000	70,000	192%
Aberdare Coop	Kenya	9,706	14,000	44%
Merkeb Cooperative	Ethiopië	155,872	209,653	35%
Tikonna	Benin	780	806	3%
Mialebouni	Benin	1,113	699	-37%
Total Africa		4,401,245	4,353,871	-1%
C-FAP	Cambodia	7,905	9,724	23%
FFAAP	India	69,000		
SFACF	Nepal	17,589	23,565	34%
NEFSCUN	Nepal	500,000	1,000,000	100%
SPPQT	Indonesië	16,348	17,273	6%
API	Indonesië	131,000	135,135	3%
CKO	India	9,672		
Pasaka	Filippijnen	2,289	1,276	-44%
FFF	Filippijnen	20,900	20,000	-4%
SUWF	Jordanië	400	2,136	434%
QTCA	Vietnam	137,856		
AGFU	Vietnam	115,886		
NDFU	Vietnam	359,189		
Pakisama	Filippijnen	66,396	30,000	-55%
Total Asia		1,454,430	1,239,109	-15%

Organisation	Country	Membership 2010	Membership 2013	Change
NFFM	Moldova	28,137		
FAA-ULE	Armenia	964		
Total Eastern Europe		29,101	0	
CIOEC-B	Bolivia	7,210	8,750	21%
AMMOR	Mexico	8,500	5,343	-37%
CONFRAS	El Salvador	6,971	6,971	0%
AOPEB	Bolivia	65,000	65,000	0%
ONAC	Paraguay	11,142	11,600	4%
ANPE	Peru	12,000	14,000	17%
JNC	Peru	51,000	52,000	2%
CPC (Café)	Peru	3,295		
Sol y Café Coop	Peru	1,047		
Divisoria	Peru	650		
CSF	Costa Rica	12,661	12,158	-4%
CMC	Costa Rica	700	700	0%
UNAG Chinandega	Nicaragua	5,000	5,000	0%
UNAG Chontales	Nicaragua	1,500	1,500	0%
TUSOCO	Bolivia	874	1,030	18%
Total Latin America		187,550	184,052	-2%
Overall total		6,072,326	5,777,032	-5%

Chapter 3 Impacts felt by farming families, and in terms of cross-cutting concerns

3.1 Household impacts

Impacts in income and livelihoods of farmers themselves (the third pillar of the M&E impact framework) is the most difficult to assess. First, there is the question of attribution – farmers and their families often report impacts in income and livelihoods, but these might be due to factors entirely separate from FFP project organisations. Farmers' circumstances might have improved because of general welfare provision, or better market prices for their produce, or because of outside support from a source other than FFP. Second, it relies on the farmers themselves being able to keep long-term records of their family's income and expenditure. This is not easy in areas of low educational standards, and in any case it is a time-consuming task and too much for many farmers. Proxy indicators are therefore often used to measure household impacts.

The final challenge is a lack of objectivity. These impacts are collected by the 'story harvesting' method whereby farmers are interviewed, using a structured questionnaire plus more general discussion on their income and livelihoods. This too is a time-consuming exercise, and expensive if done by outside assessors. In-house assessment by a farmers' organisation itself may lack objectivity.

Despite these hurdles, FFP has been producing Evidence of Impact reports since 2008. They have been based on a wide range of documentary material provided by agri-agencies – harvested stories, internal and external evaluation reports, press releases, publicity brochures and more. From this material it is possible to build a picture of impacts at farmer-level, and the annual EoI reports present the evidence in a structure suggested by the source material. Given the difficulty of quantifying impact, qualitative proxy indicators (such as improvements in housing, education, lifestyle or self-esteem) are freely used.

Last year's report took as its focus the International Year of Family Farming (2014). Although impacts stemming from Farmers Fighting Poverty activities could not (as explained above) be isolated from those caused by other factors, the voices of the farmers, together with other evidence, suggested that significant impacts could be attributed to the programme.

A total of 36 cases were reported, from 18 countries in Africa, Asia and Latin America. All levels of support (local, sub-national, national and regional) were represented, and all the agri-agencies provided evidence. The case studies were arranged under five types of investment that could be made via farmers' organisations.⁶

1. Investment by smallholders in their own farms

Support from farmers' organisations helped small farmers create surplus income by using their assets (land and labour) more productively. This was achieved via training, access to inputs and credit facilities.

Farmers' organisations were also active in helping family farms choose the correct production models for their situation. This included integrating crops and livestock in a small space, growing a single crop more intensively, using different cultivation methods, or selective breeding of livestock.

2. Collective investment to overcome limited assets

Individual investment was more effective when paralleled by collective investment in education, joint facilities, or new ideas. Examples included formal adult education, informal approaches such as study circles, joint facilities such as refrigerated storage, or developing new ideas.

3. Investment to manage risk

To manage the risk inherent in agriculture, farmers' organisations were effective when they supported farmers to diversify and to invest in best practice to maximise production and minimise loss (including veterinary expertise and improved inputs).

⁶ Evidence of Impact 2015 has just been completed. It explores 'innovation' as a theme.

4. Investing in enabling markets

Support mechanisms found to be useful here were developing markets that favour smallholders and increasing access to small loans and other financial services. Collective/bulk sales were important ways for family farmers to reach more lucrative markets. Improving production, in terms of either variety or quality was also effective.

5 – Investing in enabling institutions

This related to agricultural policy and research priorities, areas which individual farmers are powerless to influence - impact relies heavily on farmers' organisations. There were few impacts at farm level, as institutional changes are slow. But the cases were mentioned because successful organisations at this level should ultimately lead to the most widespread impacts of all.

Cases taken from external reviews

Small-scale farmers invest higher income in new enterprises – MVIWATA, Tanzania

Despite beginning during a serious drought, a six-year initiative to encourage economic development in rural northern Tanzania had significant results.⁷ Average annual household incomes and GDP per capita of farmers involved increased by 42% - from €3,450 to €4,884 - between 2008 and 2013, compared with 22% growth in the wider population. These increases spurred income growth in other ventures, particularly vegetables and other agri-enterprises. Most of the farmers (85%) felt that their lives had changed for the better, with children's education, higher household incomes and improved food security being particularly noted.

Investment in education pays dividends – FIFATA, Madagascar

Agricultural colleges have been set up in Madagascar to give rural youngsters the chance to earn a living without migrating to urban centres.⁸ The country now has a critical mass of educated young farmers, technicians and officials who can advise and train farmers. Impact is felt in higher employment rates, with many of the students now teaching in the colleges or working as agricultural technicians.

Business advice seen as 'money in ideas' - Kiambaa Dairy Cooperative, Kenya

A long-established dairy coop near Nairobi was a partner in a project to improve its business activities.⁹ The dairy was delighted with financial and advisory services provided by Agriterria and SNV. Farmers now enjoy a higher standard of living, which they attribute to improvements in the way the dairy operates and markets its products.

3.2 Cross-cutting concerns

Gender equality, environmental sustainability and the financial health of farmers' organisations are considered in all FFP activities, as shown by their foundational position in the M&E framework. They were first systematically documented in the form of Evidence of Impact reports in 2014. The aim was not to be comprehensive but rather, in the first reporting year, to record and start to analyse impacts in these thematic areas.

The three reports brought together the different approaches of the agri-agencies in dealing with each particular concern, and raised relevant key issues. Brief illustrative case studies were also presented.

⁷ AIN 5576

⁸ AIN 4952

⁹ AIN 5650

3.2.1 Gender equality

Cases from more than 18 countries (from Africa, Asia and Latin America) were presented from an inventory of 59. The inventory and screening of projects on which the report is based revealed that farmers' organisations - even though mostly male-dominated - are well aware of the importance of gender in increasing productivity, commercialization and food security. Most of the specifically gender-based projects originated in requests from farmers' organisations (e.g. addressing specific value chains important for women, and improving access to credit or equipment for women). Organisations are also increasingly putting the integration of young professionals into agricultural development high on their (gender) agenda. Most organisations find it more problematic to address the qualitative aspects of gender, such as local and household barriers to the empowerment of women, and the (lack of) capacity for effective institutional participation of women.

Gender equality is mainstreamed throughout Farmers Fighting Poverty: the FFP deliverable on organisational strengthening includes inclusivity, as does the profiling tool. However, AgriCord does not set binding requirements on gender. It supports efforts prioritised by organisations themselves - projects are never rejected on gender-based grounds, and projects with a gender focus are not favoured over others. This unstructured support leaves space for agri-agencies to take different approaches: some have gender as a general or specific objective, some have policies/strategies on gender, others have specific tools to mainstream and monitor gender.

But in all cases, mainstreaming happens via:

- Ongoing but unconditional dialogue between an agri-agency and a farmers' organisation
- Agri-agencies asking organisations to disaggregate data
- Agri-agencies choosing to support value chains that involve women or where women can control income from project

Half of the agri-agencies have deeper mechanisms via budgets or systematic support. Some are experimenting with household methodologies to address the qualitative aspects of gender inequality, and some have specific N/S exchanges on gender.

One-third of the sampled projects report on gender, pay some degree of attention to it or have the empowerment of women as a central aim. Projects address gender issues by:

- Fostering the economic empowerment of women
- Enabling stronger leadership and participation of women
- Organising relevant exchange visits.

The report found that most farmers' organisations have mixed membership with on average 20-30% women. Working with women-only organisations is not necessary for good gender mainstreaming, but sometimes starting with local women's groups that later become part of mixed farmers' organisations has created more gender awareness. Lobbying for gender equality is rare. Very little outcome and impact data is available and qualitative information is almost totally lacking.

Conclusions of the gender impact report

- Gender mainstreaming will not necessarily take place without nudges from agri-agencies (although farmers' organisations request more gender projects than environment-based ones). Agri-agencies should continue to press for change from within farmers' organisations.
- AgriCord should consider setting minimum conditions for mainstreaming gender.
- Support must go beyond simple outreach or 'women as leaders'.
- Intra-household aspects should be monitored.
- Better data is needed – this would require spending a small percentage of the overall budget on gender monitoring; and carrying out random baseline and impact studies on 3-5% of projects.
- N/S exchange processes need to be better documented.
- Youth issues should be included in gender mainstreaming, as farmers' organisations and agri-agencies both consider that youth is part of the gender equality picture.

Case study

*Youth wing mobilizes youth and women for economic activities in Northern Tanzania.*¹⁰

Most young pastoralists cannot become self-employed herders themselves as the number of cattle owned by their parents has fallen (due to loss of pasture land to drought). Mviwamo 'youth wing' (part of MVIWATA Arusha) started a business centre at the Tanzanian-Kenyan border for maize milling and packaging, and selling sunflower oil. A project called 'Entrepreneurial youth move things!' promoted economic opportunities for young farmers and women, and contributed to improved organisation and leadership of farmers and youth groups.

Women comprise 68% of the beneficiaries. A poultry project and a women's small business project were both successful and contributed significantly to the economic empowerment and status of the women, leading to less conflict within households too. About 3,300 women had increased access to finance and 350 women increased their income through the poultry programme.

3.2.2 Environmental sustainability

Farmers' organisations are increasingly requesting support to deal with climate change, decreasing soil fertility or niche markets for organic products. However, they remain reluctant to use extreme agro-ecological approaches without economic compensation in the short to medium term. For most projects, economic objectives take priority: awareness of sustainable agricultural practices and of how to mitigate the effects of climate change remains limited for small-scale farmers.

Mainstreaming remains important, particularly in the context of climate change, declining soil fertility and biodiversity loss. AgriCord does not set binding requirements regarding environmental sustainability and although environmental aspects are supposed to be covered in project reporting, this requirement is sometimes ignored. There is no environment indicator in AgriCord's profiling tool for assessing the capacity of farmers' organisations.

AgriCord has never rejected projects based on environmental considerations, and has no system to favour projects which promote environmental sustainability.

The individual agri-agencies have a range of approaches:

- Asprodeb, We Effect and Trias (Trias is just starting) all implement a full mainstreaming strategy, with tools, dialogue and screening for farmer organisation commitment, environmental impact assessments, performance monitoring and quality checks.
- FFD and Fert have institutionalized environmental sustainability, FFD via sustainable forestry (and diversity of tree species) and checklists for project design and monitoring (although this is not systematically completed) and Fert through agro-ecology and conservation agriculture approaches.
- Agriterra and CSA, although they do not have explicit strategies or tools, make continuous efforts with farmers' organisations to prevent negative environmental impact of agricultural production and promote good agricultural practices.

Conclusions of the environmental sustainability impact report:

- Clear, short-term economic advantages lead to better adoption of sustainable practices. Sometimes farmers' organisations introduce sustainable practices as a condition for farmers receiving economic advice.
- Good monitoring and discussion of the impact (social, economic, environment) of new methods leads to better adoption by farmers, but this is not common practice.

¹⁰ AIN 5577

- Integrating environmental good practices and awareness-raising into the organisational strengthening process facilitates the uptake of environmental sustainability in the network and with other farmers' organisations.
- Concepts of agro-ecology and conservation agriculture should not be applied too dogmatically.
- Reporting on environmental aspects remains very weak - few projects mention it and there is little good quality data. Agri-agencies could therefore be more explicit in mainstreaming and monitoring environmental sustainability and could systematically include relevant indicators in their reporting.
- Agri-agencies have many resources – including proven approaches and tools - that they could fruitfully share. This process should be encouraged within AgriCord.
- The institutional and organisational aspects of environmental sustainability could be integrated into the profiling tool.
- Impact should be better illustrated and monitored, either at the level of farmers' organisation or via services to farmers.
- Support to advocacy or lobbying on environmental issues could be increased.
- AgriCord could consider developing deliverables, indicators, programmes (and finance) specifically on the issue of climate change, as farmers' organisations are increasingly requesting support to cope with its effects.

Case study

Reclaiming degraded land in Senegal¹¹

Much of Senegal's land is vulnerable to soil erosion. In this example local farmers were involved in both technical and financial aspects of a series of projects coordinated by Asprodeb. First, information campaigns raised awareness of the project and each rural community catalogued their land degradation problems. Local farmers enjoyed this process, particularly the fact that their own concerns could be reflected in the diagnosis. Maps were then created for each community setting priorities for sustainable land management - the participation of farmers and local technicians at this stage ensured that priorities were seen to be fair. Local workshops were held to identify constraints and environmental impact.

To overcome the lack of technical knowledge, more than 3,300 farmers attended short training sessions. Putting into practice what they learned, project beneficiaries report clear impacts, including the reclamation of 352 ha of degraded land through appropriate planting and soil protection measures. Fifteen ha of land has been reforested with salt-tolerant plants over two years, and 4 ha of land once abandoned because of erosion has been recovered by using gabions. Altogether more than 7,700 gabions and 560 bunds have been installed.

Soil fertility has also improved, with farmers reporting improved yields as a result of using phosphate and organic manure. Production has increased, with millet production almost tripling as a result of using organic manure. Grass cover has been restored where gabions have been installed, and cattle routes to the grazing land are better protected. A more nutritious type of grass is replacing the unpalatable wild herbs, partly as a result of reforestation and spreading peanut cake.

Living conditions have improved in other ways too. Improved stoves have cut fuel costs to only a third of former levels. Homes are also cleaner and safer for children. Repairs to a dam have restored fresh water supplies for both people and animals in that area, for at least three months after the end of the rainy season.

Finally, changes in attitudes and social impacts have also been noted. The importance of trees and grass cover in soil protection is better recognised. Communities have become adept at mobilizing resources and there is said to be better social cohesion. The techniques of sustainable land management are widely understood, production is on the increase, and forests are now protected against illegal cutting.

¹¹ This project was part of a wider programme financed by the Global Environment Facility of the World Bank.

3.2.3 Financial management of farmers' organisations

Agri-agencies provide two broad types of support to the financial management of farmers' organisations: capacity building (for leaders, managers, staff and members of the organisation); and support towards financial diversification (for improved autonomy and sustainability). Some agri-agencies focus more on building capacity in the leadership and management team; others also work on improving members' financial literacy. In terms of diversification, some focus on setting up financial mechanisms for specific services to members and on supporting the self-sufficiency of organisations; others support farmers' organisations in their dialogue with financial partners, both public and private.

In terms of monitoring and evaluation, AgriCord has promoted the 'Financial Health Check', a tool that can be used by both agri-agencies and farmers' organisations. Comprehensive uptake of this tool by the agri-agencies could improve their collaboration and improve the measurement of changes observed within farmers' organisation partners.

Conclusions of the financial management impact report

- Agri-agencies could maximise their impact by pooling their expertise through structured coordination, exchange, M&E and learning.
- Representative cases of impact were hard to find, despite the fact that agri-agencies make great efforts to improve the financial health of their partners.
- Using a common tool to evaluate FO financial health (e.g. Mango Financial Health Check) would facilitate collaboration between agri-agencies working with the same farmers' organisation. It would also provide a measure of the impact of support and allow data to be aggregated within AgriCord.
- Accountability toward farmers' organisation members is as important as accountability toward financial partners and should receive more attention. Trust between members, leaders and staff are essential, as collective trust and common needs are the foundation of a farmers' organisation.
- Presentation of financial information, from internal documents or external audits, could be enforced more systematically, and the capacity building of members (not just leaders and managers) should not be neglected. Members need financial literacy in order to be able to exercise control over their organisation.

Case study

Establishing technical services financed by milk producers with the Unileite cooperative in Brazil¹²

In 1991, a general cooperative (Coagro) began collecting and selling milk for its dairy-farming members. Ten years later, the farmers decided to create their own cooperative, Unileite, with the support of Fert. At that stage Fert/Ircod (Institut Régional de Coopération-Développement d'Alsace) was providing technical support through training and exchanges between French dairy coop leaders and Unileite. After six years, the dairy farmers were doing well enough to consider financing the technical support themselves, so the coop recruited a technician and a secretary. The two jobs were subsidized at first, and a financial mechanism was designed to progressively cover their cost. Payment for the services was proportional to the volume of milk produced, plus a fixed membership fee. Reaching financial autonomy took three years. Eventually in 2011 the budget of Unileite consisted of 3% grants (Agriterre, Fert, Ircod), 34% membership fees, 20% payment for services, and 43% subsidies from partnerships (cooperatives subsidizing the services for herders with few cattle).

Unileite's services are sale and purchase of cows, animal reproduction, improvement of milk quality, equipment to cultivate and stock fodder. Membership numbers are increasing and the cooperative has a strong growth potential. The institutional and economic environment has been favorable to such service development: milk prices are high enough to allow sufficient profit margins, private service-providers are available, credit for equipment etc. has also been available.

¹² AIN 5045

Chapter 4 Programme evaluations with geographic and thematic focus

This chapter covers evaluations beyond the level of individual projects. At the request of donors or of their own farmers' constituencies, agri-agencies have conducted various studies to examine a particular geographic area (a country or a region), a single theme or a donor-specific part of Farmers Fighting Poverty. These evaluations provide information about the validity of the FFP strategy and the approaches used to support farmers' organisations, and they also feed into the programme's continuous development.

In the sections below, we first look at studies related to different major donor-funding contracts. In the second section, we present information on impact from a value-chain perspective.

4.1 Results as presented to individual donors of Farmers Fighting Poverty

4.1.1. International coordination of support to farmers' organisations (DGIS, Netherlands)

This task is being funded over four years (2013-2017) by a grant from the Directorate General for International Cooperation (DGIS) of The Netherlands to the tune of €4m per year. After the first half-year of funding, there were already some results to report. Two components were launched in early 2014:

1. Projects to encourage stronger rural entrepreneurship: 23 projects were launched, mostly aimed at boosting the capacity of farmers' organisations to provide diverse economic services to members.
2. Intensified cooperation between agri-agencies and their farmer constituencies for network activities: a list of 22 shared 'One For All' tasks were agreed to allow specialisation by agri-agencies and delegating shared functions.

Eight agri-agencies from seven countries are involved in One For All, some doing multiple tasks. The One For All concept has several purposes. It should:

- Enhance knowledge-management and the exchange of expertise
- Develop common tools especially for M&E
- Systematise farmer-to-farmer approaches
- Improve coordination between agri-agencies operating in the same region
- Develop new methods of joint resource mobilisation.

Two results have already emerged. Under task 1C of One For All (facilitate FO lobbying...with multilateral and bilateral development institutions) there is a financing opportunity (€15m) for farmers' organisations in ASEAN countries through the EC Global Public Goods programme. And five new capacity-building tools or knowledge-management products related to organisational strengthening have been established and will be shared within agri-agencies and partner farmer's organisations.

4.1.2 Building capacities of producer organisations in developing countries (MFAF, Finland)

Support (€3.35m) from MFAF was due to end in 2011 but eight projects were still running in 2013. These were all twinning arrangements, of which four involved forestry groups and the others were with local producer groups (including fish-farming, horticulture and dairy farming).

FFD, the new Finnish agri-agency, has ensured final implementation of the eight ongoing twinning projects financed under this programme (see section below).

The overall objective of Finland programme is to improve farmers' lives by building organisational capacity of their organisations to serve members and take part in national and international agricultural forums. MTK has been involved since 2006 and in September 2012 it collaborated with SLC, Pellervo and ProAgria to create FFD, AgriCord's newest member (FFD joined in 2013).

MFAF support underpins two areas:

1. Projects to strengthen farmers' organisations
2. Boosting the AgriCord network as a whole - coordinating member agri-agencies, M&E, managing horizontal themes, sharing information and managing stakeholder relations.

Where possible, projects were chosen to synergise with ongoing Finnish initiatives. There was a focus on poverty reduction and food security, climate change mitigation and women's entrepreneurship. Since FFD and MTK are particularly experienced in the forestry sector, they have been able to address the growing demand in developing countries for better forest producer groups and allied services (the forestry sector has until now had many fewer organisations of producers than agriculture). Eight projects were still running in 2013 (in Ethiopia, Nepal and Tanzania).¹³

Implementation was slower than planned. Farmers' organisations have direct responsibility for project management (there are no project management units under FFP), which gives ownership but exposes any weaknesses in the organisation. In particular, poor reporting can delay payment and hence implementation. And in new partnerships, the local partner sometimes waits to report problems until a field visit by the Finnish partner.

FFD's activities have paralleled and continued the support described above: project activities and consolidating AgriCord's coordinating role. Twelve farmers' organisations have been supported, many of them well-established partnerships and four of them new partners.¹⁴ The overall purpose, expressed in a range of activities, is to strengthen farmers' organisations so that they can render better services to their members. Inclusion and participation are key ideas.

Finland's new development policy, finalised in 2012, coincided with the approval of 2012-2014 funding. This new national policy stresses the importance of a human-rights-based approach, which chimes with several FFP practices. For instance, FFP aims to reduce disparities, and promote fair and inclusive growth by supporting smallholder rights to produce food and reach adequate standards of living.

Active support was given to FAO's first international conference for forest producer organisations, which took place in China.

AgriCord's coordinating role was strengthened with the appointment of a full-time officer to collaborate with agri-agencies, support FFD as a new agri-agency, and facilitate the development of network M&E.

These activities also contributed to Finland's overall rural development strategy, not least in bringing in more Finnish partner farmers' organisations, half of them with women advisors. Partner organisations in the South were strengthened and the work contributed to further mobilisation of farmers' organisations, including cooperatives, in OECD countries. As well as involving FFD, the Finnish programme has also been implemented by Agriterra and Fert; future collaborations may involve Trias and AsiaDHRRA.

AgriCord is becoming stronger as coordinating body, and has consolidated its farmers' governance: results and impact of agri-agency work is shared transparently, membership has increased, a farmers' advisory committee is operational.

In 2015, the contribution of Finland to FFP was evaluated¹⁵. While critical of some unattained objectives, it highlights positive impacts on several areas of intervention.

From a project management point of view, it mentions the beneficial effects of the creation of agro-info.net, the substantial improvements that were made to the FFP M&E tools and the quality of impact reports. Furthermore, *"gender variables are well taken into consideration in the on-going projects, and that the general*

¹³ A total of 40 projects were supported over the four-year period.

¹⁴ Ethiopia (3), Nepal (3), Tanzania (2), Vietnam (2), Zambia (2)

¹⁵ FFD, 2015. Finland's support to AgriCord Farmers fighting poverty: building capacity of farmers' organisations in developing countries, 2012-2014. First draft of the evaluation report.

impression of environmental sustainability is quite good". Indeed, many projects have an environmental profile or component, qualified as being "*relevant and justified*".

The report states that FFP has had a very positive impact on FO members' income, thereby reducing poverty. The projects have enabled farmers to increase the volumes of marketed produce, boosting the income generated from sales from agriculture and forestry products. The projects have also empowered smallholders through training and capacity building. The position of women has been strengthened through setting quotas.

Generally, the FFP programme provides support to local organisations during a phase in global development that places increasing importance on beneficiary-driven development and the ability of local communities to protect their own interests. From that point of view, the evaluators state that "*the Farmer Organisations have a strong sense of ownership and accountability for project activities*" and that "*members participate actively*".

The evaluator team, on the other hand, points out that the FFP programme would benefit from reviewing its gender policy and providing more focused support to gendered interventions. Moreover, it concludes that the support for economic growth outweighs the support dedicated to organisation management, governance, accountability and transparency. It believes the programme awarded insufficient efforts to the crosscutting issues at farmer and household beneficiary level.

Finally, it concludes that "*the outputs / results have been good in relation to the resources allocated in each project. The programme provides very good returns to donor grants.*"

The Finish support to Farmers Fighting Poverty in Africa was evaluated on two occasions. The first report confirms the good performance level of the FFP programme and emphasises the sustainability of the interventions and the coherence of the programme set-up.¹⁶ The authors refer to the affinity between farmer organisations in developing and developed countries, stating:

"The programme is executed by existing genuine farmers' organisations that are solidly linked to the organised farmers' world. The executing FOs have and take up the opportunities to link up to the national and regional FOs and have a long-term relationship with the agri-agencies mandated by their farmers' constituencies. This specific programme setup is inherently sustainable."

4.1.3 Food security initiatives of FOs in a regional perspective /Africa (European Commission and IFAD)

This programme is also referred to as FFP/Africa. It is funded by the European Commission, and began in late 2012 under a Large Grant Agreement between IFAD and AgriCord.¹⁷ The main participants are local and national farmers' organisations with links to specific commodities or value chains.

There are four components:

1. Institutional strengthening (12 projects)
2. Policy engagement (6 projects)
3. Provision of economic services (31 projects)
4. Programme coordination and M&E through agri-agencies and Agri-Cord.

The first year of implementation saw the programme launched, contracts signed and initial projects approved. So far, 49 partnership agreements have been made via eight agri-agencies, although one project in DRC was not started. Under the fourth component, M&E tools have been developed with AgriCord, and there was involvement in planning the One For All initiative. Various joint meetings were held to ensure complementarity of *Farmers' Africa* (SFOAP and FFP/Africa)

¹⁶ EU/ IFAD (2014). Farmers fighting poverty in Africa. Mid-term self-assessment (2013-2014)

¹⁷ FFP/ Africa plus the Support to Farmers' Organisations in Africa programme (SFOAP) constitutes the EC programme Farmers' Africa.

Progress has been hindered by several factors, including conflict, climatic conditions, policy priorities and limited HR budgets. But several useful activities to increase visibility have been achieved, such as publishing a brochure on the programme, presentations to the AgriCord General Assembly, and joint meetings with IFAD, the EU and other donors.

FFP/Africa is embedded within the wider Farmers Fighting Poverty programme, so agri-agencies can leverage co-financing arrangements. In 2013, co-financing from other donors amounted to €3.27m.

M&E work with links to SFOAP. Synergies and information exchange was assured via mutual participation in meetings. The collaboration theme was M&E, especially the capacity of farmers' organisations to measure impact.

The more recent report on FFP Africa provides the following quantitative summary of the programme:¹⁸
"Since the FFP/Africa started, 55 FOs have received support of the Programme through financing of 63 Projects in 18 countries of Sub-Saharan Africa with support from 9 out of the 12 Agri-Agencies members of AgriCord. FFP/Africa is mainly targeting local and sub-national FOs (67% of projects and 90% of outreach) and is focusing its support to FOs' entrepreneurial capacities and participation in value chains."

In addition, it highlights the following strengths of FFP:

- Farmer organisations are at the centre of the formulation of project proposals.
- The main work areas of FFP cover the farmer organisations' fundamental needs to evolve into accountable and professional organisations - with a strong focus on financial management capacities;
- The highly flexibility nature of FFP, which can adapt to the changing environment of FOs;
- The specific implementation method - FOs and agri-agencies working in tandem - constitutes an innovative and unique approach that enables FOs to access direct funding as well as advisory services from agri-agency partners.

Regarding the development approach, the evaluators believe that:

- It is in most cases based on long-term partnerships and therefore able to move at a pace suited to FOs' gradual development;
- Agri-agencies have strong value-added in terms of competencies and openness to other experiences and farmer expertise.

However, FFP/Africa should improve empowerment and ownership of FOs in the overall process. According to the evaluation report, this could be done through better communication (from AgriCord and AAs to the FO partners) on the overall FFP/Africa strategy, and through better coordination of AA in-country activities. The latter should facilitate FOs' reflections on their policy environment and improve FOs' connections to key stakeholders (local authorities, banks, traders, apex FOs, etc.) to improve sustainability.

Another point of criticism is the overall visibility of FFP/Africa, which remains low and should be promoted in all relevant arenas of agricultural development. There should also be improvement in measuring the impact of FFP/Africa's support to FOs, to provide concrete data to decision makers.

4.1.4 Strengthening capacities of Farmers' Organisations in relation with IFAD country programmes

A further Large Grant from IFAD to AgriCord for the project *Strengthening capacities of Farmers' Organisations in relation with IFAD country programmes* published a third-year progress report in January 2014.

The support from IFAD covers four components:

¹⁸ Grandval F. and Lassalle T. (2015). Farmers Fighting Poverty: Food security initiative of farmers' organisations in a regional perspective (Africa) 2013-2015 (FFP/Africa). Programme Midterm Review. Draft Report.

1. *Involvement of farmers' organisations in IFAD country programme in selected sub-Saharan countries*

To ensure the involvement of membership-based organisations in IFAD country programmes, implementation agreements need to be put in place. Efforts were made in 13 countries; in 10 of them the farmer's organisations are starting to participate in IFAD country programmes.¹⁹ No agreement was reached in Niger, where communications between stakeholders was weak; Ghana does not yet have a strong platform for smallholder farmers; and DRC was still at the exploratory discussion stage.

2. *M&E in the selected sub-Saharan countries*

There were six meetings of the M&E team, to develop and harmonise the FFP results-reporting framework. The team reviewed the profiling approach and methods, discussed how it might be improved, and revised indicators and targets. An inventory of the methods used by agri-agencies to monitor gender, the environment and financial health of farmers' organisations was carried out. The FFP advisory committee and regional representatives of farmers' organisations discussed how to measure impact at organisation and farm level, and made recommendations to AgriCord's General Assembly. A process of 'observation of family farms' began in West Africa.

3. *FO in the Central and Eastern Europe region*

Good collaboration was seen in Moldova and Bosnia, although partnership with FAA-ILE in Armenia was halted due to poor financial management. In Moldova, the National Farmers Federation was able to make advantageous contracts between farmers' organisations and markets, with clear economic benefits to the members. Bosnian beekeepers benefited from lobbying to improve the legislation governing honey production and from many profile-raising activities.

4. *Peer-to-peer sharing of experiences and access to decision-makers*

A series of 20 face-to-face meetings were held between farmers' organisation representatives with decision-makers from EU and other international institutions. Advocacy work in EI cooperation programmes was facilitated.

4.1.5 Strengthening farmers' organisations in developing countries (DGD, Belgium)

With a project cycle dating back to 2003, there is a long history of Belgian support to AgriCord. A total of 28 projects are funded by DGD, and they are reported in terms of some specific objectives as well as FFP deliverables (see table below). The programme is now in its fifth phase, involving 29 FOs in West Africa, Southeast Asia and the Great Lakes Region (12 countries in total).

Specific objectives	Outcomes
1. Strengthen the capacities of producer organisations in developing countries	1.1. Improved organisational functioning 1.2. Enhanced farmer-members' participation with a pro-poor focus
2. Assist/boost the operations of producer org. in developing countries	2.1. Policy formulation and advocacy by producer organizations 2.2. Increased and more effective economic activities by farmers and their organisations
3. Intensify N/S partnerships between producer organisations, coordination of advisory services, monitoring & evaluation	3.1. Efficient implementation of Farmers Fighting Poverty 3.2. Increased coordination and coherence of international N/S partnerships 3.3. Farmer constituencies in OECD mobilised and committed

Selected highlights from results

Specific objective 1: Capacities of FOs

- 1.1 In Niger, Agriterra introduced the Farmers Advocacy Consultation Tool (FACT) to the organisation RBM, which is now starting to work on a national advocacy agenda. Also in Niger, FMCN has improved its financial management and accounting systems and is using new software.
- 1.2 Farmer members of FONGS in Senegal now have access to fertilizer and quality seed through better relationships between cooperatives and technical partners.

¹⁹ Benin, Burundi, Guinea Conakry, Liberia, Mali, Senegal, Burkina Faso, Mali, Niger and Togo

Specific objective 2: Operations of FOs

- 1.1 Pastoralists in Niger now have an increased voice in regional policy-making, thanks to a formal agreement with other regional networks. FOPABU in Burundi has been active in trade negotiations. And WFO has adopted a policy on women in agriculture.
- 1.2 Development funds in El Salvador are now available to CCA members, which has allowed access to forage seeds and better feed for cattle. Information sharing has improved the profitability of milk production. Coops in Burundi are now better able to finance their operations, having been supported by CAPAD to develop income-generating activities (bulking up seed, charging for services etc).

Specific objective 3: North/South partnerships, coordinating advisory services, M&E

- 1.1 The Advisory Committee of AgriCord meets at the General Assembly every year to set priorities for FFP
- 1.2 Representatives from CNCR (Senegal) took part in the NCRC symposium in Montpellier to exchange practice and experience with representatives from other countries and contribute to strategic thinking on family farms in the South.
- 1.3 A growing number of professional farmers’ organisations from OECD countries show interest in FFP. FFD joined AgriCord in 2013, and DBV became an associate member.

4.2 Results from a value-chain perspective

Over the last few years, the Farmers Fighting Poverty programme has been extensively monitored and evaluated by internal and external professionals. Their reports present valuable views and perceptions of the programme’s impact on farmers’ organisations. In this section, we summarise results in three parts, from a value-chain perspective:



(1) ORGANISATIONAL STRENGTHENING AND POLITICAL INFLUENCE

Creating the conditions for sustainable rural development, in many cases, starts with the creation and strengthening of farmers’ organisations. Indeed, inclusive rural associations are a fertile ground for democracy, economic growth and equality. The main findings of four evaluations that describe progress on FO organisational development are presented below.

An evaluation of a FFP sub-programme in the South of the Philippines identified various results obtained through strengthening membership-based organisations (MBO):²⁰

- Access to financing has been made easier (loan repayments are now linked to the cropping pattern). This has increased yields because technical inputs were provided when needed. This leads to bigger net income because production costs were lower and yields increased.
- MBOs are successfully strengthening their financial sustainability by improving recovery of loans and structuring their financial systems. Fee-based services have been introduced, including production of organic fertilizers, irrigation management and marketplace rental.
- Agreements with government agencies generated support for increased financial independence and diversity of incomes.
- New members engage with MBOs because of the workshops that increased their confidence as entrepreneurs. Moreover, they feel more empowered now they can negotiate with local government officials.
- Some FOs suggested that capacity building should be more inclusive, and not only fulfill the needs of the most active members.
- Particular attention should be paid to the training and preservation of leadership within the MBOs. Quality leadership is lacking at the moment, which could be solved by increasing the training and recruitment of leaders from among members.
- One MBO has a very good monitoring system. It allows them to keep accounts of their members, and track sales, contractors and suppliers. They measure fair trade practices, pricing and even decision-making between men and women.

The 2014 evaluation of DGD funded support to farmers' organisations, via Trias, concluded:

- Unicafe Nacional (a family farmer representative association in Brazil) expanded its social base, increased the number of affiliated cooperatives and established itself as the legitimate representative of family farmers. Through lobbying and advocacy, Unicafe's participation in dialogue between government and society resulted in moderately improved access to financial and human resources to support the economic organisation of family farmers.²¹ Despite the improvements, the results from the lobbying and advocacy project were somewhat below expectations, according to the evaluators.
- Focupri (Fédération des Unions des Coopératives des Producteurs de riz du Niger), booked significant results between 2010 and 2012 through organisational strengthening.

An external evaluation report from 2013 summarized the positive impact as follows:²²

- Improved financial management
- Constitution of collective reserve funds
- Improved confidence from financial and banking institutions
- Confirmed leadership and commitment from farmer women and men
- Strong capacity for lobbying and advocacy
- Improvements in the supply of agricultural inputs at competitive prices.

The following working points were highlighted:

- Increase participation of members of FUCOPRI to ensure greater efficiency throughout the rice value chain.
- Improvement of the annual activity reports to reflect the changes each year in line with the strategic plan.

The evaluator concludes:²³

"Regarding these achievements and the high level of member satisfaction and encouraging perspectives, it appears the intervention may be evaluated as positive, also considering the sample of cooperatives and women's groups visited and the information available to us during the mission."

From a political point of view, farmers' organisations may play a crucial role in the creation of adequate regulatory and legal frameworks. In Bolivia, for example, the support of the FFP programme to the CIOEC

²⁰ MDF Training and Consulting, 2014. Evaluation of Trias DGD programme 2011-2013: Actions in the South of The Philippines.

²¹ TRIAS and Unicafe Nacional, 2014. Resumen ejecutivo. Evaluación del programa "Articulando o desenvolvimento econômico local com o mundo globalizado".

²² Amza T., 2013. Rapport de mission d'évaluation ex-poste du plan d'actions 2010 - 2012 de la FUCOPRI

²³ Amza T., 2013. Rapport de mission d'évaluation ex-poste du plan d'actions 2010 - 2012 de la FUCOPRI

(Coordinadora de Integración de Organizaciones Económicas Campesinas, Indígenas y Originarias de Bolivia) led to the elaboration and approval of Law 338, which defines and regulates sustainable family farming and diversified family activities to help achieve food sovereignty and food security on a national scale. External evaluators described the role of the implementing agency in the legal process as “*decisive*”.²⁴ However, it was also mentioned that the regular members of the cooperatives should have been more included in the process, including through translating the legal texts into local languages.

(2) PRODUCTION

Improvement of primary production and productivity is a continuous challenge for farmers around the world. Many of the projects implemented under the FFP programme support strategies of FO to enhance productivity through technical, genetic and logistical improvement of existing farming methods and inputs. The conclusions of four evaluation regarding productivity and production improvement are presented in this section.

An external evaluation²⁵ of the FCMN-NIYA (*Fédération des Coopératives Maraîchères du Niger*, Federation of horticulture cooperatives of Niger) mentions clear progress on onion production, notably through the improvement of onion seed varieties.

Another external evaluation²⁶ of an FFP supported project in Africa (Tanzania) involving the MVIWAMO (Network of Farmers Groups in Monduli District) concludes:

“Generally the project has made significant contributions to the communities by increasing agriculture production and productivity (of both food and cash crops) leading to higher household income and improved livelihood security. Available data and interviewed farmers presented that there has been an increase in the number of farmers accessing loan facilities from the SACCOS (Savings and Credit Co-operative).”

However, according to the report, the workshops and training sessions should have been longer, especially when aiming at ownership and effective adoption.

In Georgia, field evaluators of the work carried out with the Georgian Business development Centre Caucasia (GBDC) noted positive impacts in milk production and productivity.²⁷

*“Technically, actions, advice and know-how made it possible for Georgian farmers to improve milk production and mobilize on common themes such as feedstock, animal housing, genetics and animal health”.*²⁸

The breeders’ representative concludes that his organisation is aiming for a higher productivity rate than the one registered during the evaluation, but that the current results are positive.

Other evidence of impact on FO productivity was registered in the cocoa value chain in Congo (DRC). According to Rousseau (2015), the commercial cocoa production volume of supported cooperatives increased from 58 tonnes (2010/2011) to 174 tonnes (2013/2014), while the corresponding sales represented over a million USD.²⁹ However, support ended in late January 2015, and the evaluation report mentions this could affect sustainability and the administrative independence of the cooperatives.

²⁴ Jocelijn F. and de Jong W., 2014. Informe de la evaluación de los proyectos “CIOEC Bolivia presenta la propuesta reglamentaria de la Ley de las OECAS”, and “Incidencia política desde las organizaciones económicas campesinas” for Organizaciones Económicas Campesinas Indígenas Originarias (CIOEC).

²⁵ Ouedraogo A.D.M et Amza T., 2013. Rapport de l’évaluation externe de la Fédération des Coopératives Maraîchères du Niger. FCMN–NIYA.

²⁶ Ngido E., 2013. Evaluation of Trias DGD programme 2011-2013 Actions in the South-Case of Tanzania. Presented by MDF training and consulting.

²⁷ Gomel C., 2014. Solidarité en Géorgie : Visite sur le terrain. Le journal interne CLE-P&S, NBT - Octobre 2014 - N°19.

²⁸ Translation by the author from French

²⁹ Rousseau J.-P., 2015. Rapport Suivi-Évaluation. Programme Aidcom. Filière Cacao. Action appui à la qualité et au développement des exportations en République Démocratique du Congo.

(3) MARKETING

Three reports that contain evidence of positive impact on the marketing of farmers' produce are cited below. Maize and soybean producing unions in Togo have reduced their costs through joint commercialization of their produce.³⁰ In order to land major contracts and lower the costs of business development and transactions, three unions have chosen to join forces.

They now organise the collection, storage and transport of all their produce. Furthermore, the unions have set up a market information system (MIS) - each union monitors the price of their products, assesses relative supply and demand, and shares this information with the other unions.

Based on discussions with members and leaders from The Quang Tri Cooperative Alliance (QTCA, Vietnam), evaluators Brouwer and Hesterman observed that, as a result of delays in the arrival of funds, flooding and typhoons, and lack of implementation capacity, some activities were not executed. Despite these setbacks, the evaluators concluded that the support of the FFP programme contributed to an increased respect for the organisation, and that high-quality training was of great help.³¹ It states that,

"the mission considers likely that many households involved in the project realized an average income increase between 5 and 10% for the three value chains" (rice, pig, vegetables).

Support to a dairy producer organisation in Ethiopia generated positive impact as a result of collective storage and marketing of milk.³²

"Members of the respective cooperatives enhanced household incomes and savings through optimising collection of members' milk. The relatively stable income from dairy marketing via their cooperatives marketing strategy proved to help members to comfortably rely and specialize in the dairy business. Two central milk collection and processing units appropriately situated in close vicinity to Bahir Dar and Woreta towns facilitated to an improved level of efficiency, and confirmed that less milk is wasted over the project period."

It was mentioned, nevertheless, that both cooperatives lack female participation in membership and managerial positions.

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³⁰ Le Gauyer G., 2014. Crédit-stockage et pôles d'entreprises agricoles. Programme promotion de l'agriculture familiale en Afrique de l'Ouest. Comité français pour la solidarité internationale (CFSI).

³¹ Peter Brouwers and Bob Hesterman, 2014. External evaluation of the collaboration between the Quang Tri Cooperative Alliance (QTCA) and Agriterra.

³² FFD, 2015. Twinning support project to dairy cooperatives in Bahir and Fogera Woredas, Amhara National Regional State. Pilot project assessment.